

U.S. General Services Administration

Strategic Plan

September 30, 1997

Mission, Goals and Objectives

Mission: *We provide expertly managed space, products, services and solutions, at the best value, and policy leadership, to enable Federal employees to accomplish their missions.*

Goal #1: Promote Responsible Asset Management

Conserve Government resources and the assets in GSA's care and provide policies and best practices for Governmentwide asset management.

Goal #2: Compete Effectively for the Federal Market

Be the preferred provider of space, products, services, technology and telecommunications for *all* Federal agencies by efficiently and economically delivering consistently high quality and best value.

Goal #3: Excel at Customer Service

Thrill our customers and agency partners by developing and delivering creative solutions to meet their needs for space, products and services, technology and telecommunications, and policy guidance.

Goal #4: Anticipate Future Workforce Needs

Design, develop and model future Federal work environments with state-of-the-art technology, innovation, and best practices

in use of space, furniture, equipment, telecommunications, contracts and other tools.

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Comprehensive Mission Statement

The General Services Administration (GSA) is one of the Federal Government's central management agencies. It was created in 1949 "to provide for the Government an economical and efficient system" for the procurement, supply and disposal of real property, personal property and services, as well as "uniform policies and methods of procurement, supply and related functions."

In 1996, in response to a National Performance Review recommendation, GSA separated its policy-making functions from its service delivery functions. A new office was established to develop policies and guidelines in the areas assigned to GSA by statute and Executive decision, to support GSA's strategic role as facilitator and interpreter of Government policies and to underscore GSA's commitment to interagency collaboration.

Today, GSA encompasses the Public Buildings Service (PBS), the Federal Supply Service (FSS), the Federal Technology Service (FTS)

and the Office of Governmentwide Policy (OGP). Together they provide the workplace environment in which Federal agencies serve the public. Our mission is:

We provide expertly managed space, products, services and solutions, at the best value, and policy leadership, to enable Federal employees to accomplish their missions.

This mission statement reflects our recognition that we must provide Federal agencies with the highest quality service at the lowest cost, and we must deliver "just in time" with minimal paperwork. We recognize the need to balance thrilling our customers with a mandate to minimize Government spending. We understand the importance of sound Government policies, developed with input from affected agencies, easy to understand, and efficiently implemented. Here is what our mission statement means to GSA:

We provide

GSA *provides* for Federal agencies. We get things for them, do things for them, deliver things to them, and make it possible for them to get what they need to serve the taxpayers. We provide space they work in, products they work with, technology tools they use, services they need daily, and solutions to their own unique problems. We provide the leadership to explore new ways to work, through regulatory reform, technological innovations, interagency collaboration and by modeling best practices. We provide billions of dollars in cost savings each year through contracts with world-class suppliers, with almost half our contract dollars going to small, women- and minority-owned businesses. We also provide Governmentwide policy guidance and best practices in procurement, real estate, information technology and other areas.

expertly managed

GSA brings unique experience and expertise to management of the Government's assets. We understand Government requirements and business imperatives and the overriding need to reduce costs to the taxpayers. We write the regulations that enable all Federal agencies to acquire nearly \$200 billion a year in top-quality products and services at economical prices. We formulate policies, promote best practices and innovation, conduct training and provide Governmentwide databases which give our customers tools and support that foster good management practices across the Government.

We own or lease, manage and maintain more than 8,300 buildings. We operate a global supply system, managing contracts for commercial products and services from organizations that represent the best value possible for taxpayers. We manage information technology and telecommunications contracts that support our customers' missions worldwide.

While GSA follows good business principles in conducting much of the Government's business, we are also instrumental in fulfilling many of the Government's social responsibilities. We extend contracting opportunities to the National Industries for the Blind; to NISH, which employs the severely handicapped; and to the Federal Prison Industries, as well as to small, disadvantaged, and women-owned businesses.

We help develop desirable health and safety features such as air bags in automobiles, alternative-fuel vehicles, ergonomic tools, and computer technology that is accessible to people with vision, hearing and mobility limitations. We also make unused space available to shelter the homeless.

space

GSA is the Federal Government's largest civilian landlord, housing 1.1 million Federal employees. We provide office space, warehouse space, laboratory space, courthouses, border stations and mobile homes, as well as space for telecommuters and child care providers. We buy, lease, manage, transfer, secure, design, furnish and alter space for our customers. We dispose of unneeded real estate, including office buildings and missile silos, lighthouses and rights-of-way, by transfer, donation or sale. We commission public art and architecture, preserve national landmarks and protect the environment. We are good neighbors to the communities where Federal offices are located.

products

We make it easy and cost-effective for Federal workers worldwide to get more than 4 million different products for use in their work. We purchase selected items in bulk and pass savings along to our customers. Most items we offer go directly from GSA contractors to customers through our special order or Federal Supply Schedules programs. We have replaced the low-bid Government-issue items of the past with competitively priced brand-name products, including, for example, computers, cars, clips, copiers, calibrators, calculators, canteens and couches. Government employees can place orders on-line; by modem, telephone, fax, mail; or in person. They can use the commercial purchase cards we provide or a Government account number for easy payment. They can have their orders delivered overnight, if necessary, or save through other delivery options.

services

By leveraging the buying power of the Federal marketplace, we provide our customers with top-quality services at discount prices from world-class providers:

- long-distance telephone service through AT&T and Sprint
- overnight package delivery by Federal Express
- purchase cards from VISA, travel cards from American Express and fleet cards from Wright Express
- air travel by 18 major carriers
- travel management services through small and large travel agents
- consulting services of the biggest international accounting/consulting firms and others.

We provide a number of services for Federal employees across the Government:

- 108 child care centers in Government buildings
- payroll services
- education and training
- Governmentwide E-mail
- travel and expense reimbursement regulations.

and solutions

The flexibility built into our programs enables us to seek innovative solutions to meeting our customers' needs. We recognize that one size no longer fits all, and help our customers tailor our services to acquire exactly what they need, when and where they need it. GSA is taking the lead in creating an electronic interface within the Government, and between the Government and citizens, by spearheading Federal electronic commerce, Smart Card development, and electronic benefits transfer. We will help build an environment where every GSA customer, indeed every citizen, can transact business with the Government electronically; where every employee of every agency can use Smart Cards to be more productive and to provide better customer service.

We are working to eliminate the risk to the Federal Government of spending a lot of money on soon-to-be-obsolete technology: GSA's new "seat management" program will reduce the cost and obsolescence of desktop technology and software by leasing them instead of buying them, thereby eliminating upgrade and disposal problems. By aggregating Government's technology requirements, we are able to deliver innovative solutions at the best value.

The Federal Government turns to GSA for 24-hour on-call emergency services. We provide office space, products and services, transportation, and telecommunications to support the Federal response to emergencies such as floods, wildfires, hurricanes, tornadoes and the bombing in Oklahoma City. When the State of South Dakota suffered from record-breaking snowfalls, we rushed in seven snow blowers from the Federal Government's inventory. When snow immobilized Washington, DC, GSA contractors plowed the streets. When fire damaged the historic Treasury building, we found temporary space for affected workers. When earthquakes rocked the West Coast, we immediately set up telecommuting centers for Federal employees who could not get to work. Any day can produce an emergency for someone, and we can provide a solution.

at best value

GSA was created to maximize the economy and efficiency of Government operations. Historically, the agency has accomplished this through centralized procurement, volume purchasing, low-bid pricing, and mandatory usage. Many of these measures have been made counterproductive in recent years by advances in technology and communication; by just-in-time inventory control and delivery options; by streamlining in Government and the private sector; and by our customers' emphasis on service quality and partnering. But GSA has changed with the times and found better ways to deliver quality products and services efficiently and at low cost to the taxpayers.

GSA's influence in the marketplace drives down prices for our Federal customers to below commercial levels, while providing commercial

quality through contracts with the private sector. We deliver great deals for the Government by leveraging vendor-competitiveness and the size of the Federal market to provide top-quality products and services at discount. For example:

- We provide long-distance service for as low as 2 cents a minute, far lower than any other phone service available.
- Airfares for unrestricted coach travel on over 5,800 scheduled airline routes are 70% below normal coach fares.
- We provide overnight small package delivery at prices 80% below advertised rates.
- Brand-name office supplies are priced 20% lower than retail suppliers' prices.
- GSA fleet services are the most cost-effective anywhere, with the lease of a 4-door compact sedan at a low \$146 per month, plus a mileage charge for fuel and maintenance.

and policy leadership

GSA has been changing its focus from operational support to central management and policy-making, but not in the traditional *command-and-control* sense. GSA's role in policy development is as a team leader, bringing together interagency teams to collaborate in developing the Governmentwide policies that will affect them. Through these agency partnerships, we are streamlining the process of Government. For example:

- Working with Congress, the Office of Management and Budget, the Department of Defense and other agencies on Federal acquisition reform efforts, we simplified procurement procedures across the Government.
- We coordinated the Joint Financial Management Improvement Project, saving the Government hundreds of millions of dollars by reforming Federal travel laws and regulations.
- We are establishing service contracts to help agencies manage their financial, information and human resources more effectively.
- We anticipate significant savings from ongoing team efforts to improve the return-on-investment in real and personal property by streamlining the disposal of unneeded Federal assets.

to enable Federal employees to accomplish their missions.

GSA serves Federal agencies. We provide the workplace infrastructure, policies and procedures that enable Federal employees to do their work efficiently. We keep pace with the changing nature of Government work and shifts in the composition of the Federal workforce, and anticipate the changing needs of our customer agencies to ensure that all segments of GSA are working together proactively to meet those needs.

While GSA's primary responsibility is to serve the Federal Government, we are also aware of the many ways our programs help American taxpayers achieve their own objectives. Our buildings are places where the public does business with the Governmentwe ensure they are attractive and accessible, healthy and safe. We make it easier for anyone to find Federal Government phone numbers quickly, by redesigning the Government listings in the blue pages of telephone directories across the country. Our property disposal programs distribute unneeded

Federal property to state and local governments, non-profit organizations and the public. We donate computers to schools. We provide long-distance service and Internet access for Native Americans. We provide shelter for the homeless and disaster-victims, and space, equipment, vehicles, supplies and telecommunications to deal with all sorts of emergencies. GSA's experimental programs also help develop innovative technologies, such as alternative-fuel vehicles, energy conservation techniques, electronic benefits transfer, and statewide distance learning networks, that will make life better for all Americans.

General Goals And Objectives

Goal #1: Promote Responsible Asset Management

Conserve Government resources and the assets in GSA's care and provide policies and best practices for Governmentwide asset management.

GSA is responsible for many of the Government's assets:

- We provide a full range of services for over 8,000 Government-owned and leased buildings; 800 of those are historically significant; many are models of design excellence.
- We manage a steadily growing fleet of over 155,000 vehicles.
- We manage the Government's technology and telecommunications programs.
- We manage the Government's recycling program and market recycled paper and other items with a high proportion of recycled content.
- We dispose of unneeded Federal real and personal property, saving taxpayers nearly \$3 billion a year.
- We provide security for Government buildings and the employees and visitors that use them.

As coordinator of many Governmentwide policies, we provide policy guidance, education and training, and shared databases to help all Federal agencies manage their assets well and reduce the cost of Government. For example:

- We write procurement regulations and train procurement specialists to help agencies acquire what they need.
- We provide guidance for real property management and identify applicable best practices in public and private real estate operations.
- We help agencies acquire and manage large information technology systems, and we train virtually all Federal major-systems managers.
- We develop guidelines for Federal employee travel, relocation and expense reimbursement across the Government.

We are in the forefront of Government streamlining efforts.

Objective: Develop, advocate and evaluate policies and best practices that enable better acquisition, management and utilization of Government resources.

GSA's Office of Governmentwide Policy (OGP) was created in January 1996 to energize and strengthen GSA's policy-making responsibilities from service delivery. Through collaboration with other Federal agencies, OGP provides policies and best practices to help Federal agencies improve the efficiency of their administrative systems. Concentrating on the areas of (1) real property, (2) personal property, (3) travel and transportation, (4) information technology, (5) acquisition, (6) regulatory information and (7) Federal advisory committees, OGP is taking the lead in applying technology to achieve savings and developing the skills and competence of Government employees.

Objective: Maintain the physical integrity of GSA buildings.

One of GSA's primary responsibilities is maintaining the valuable real property assets entrusted to our stewardship. We continually refine our ability to forecast the physical needs of the GSA building inventory; to make sound investment decisions based on economic returns, customer needs and priorities, and health, safety and accessibility concerns; and to identify and allocate the proper resources to ensure the preservation of these assets.

As the manager of hundreds of old and historic buildings, GSA confronts an ongoing need to commit significant resources for repair and renovation. Working within budget constraints, we will continue to commit the maximum feasible budget resources to a repair and renovation program based on urgency of need, economic return and the shifting demographics of our customers' workforce.

Objective: Conserve taxpayers' investment in real and personal property and maximize the Government's return on investment.

GSA regulates and/or manages a significant proportion of the Government's investment in real estate, vehicles and other properties. As with any other revenue-based service organization, we are expected to ensure that our assets generate an adequate return, measured either in income or in services provided. Conserving the taxpayers' investment is a top priority in each of GSA's areas of responsibility and we are continually seeking to improve management of all Federal assets.

Technology is one of the most rapidly changing and challenging investments to manage. GSA has been working hard to implement the Clinger-Cohen Act requirement to establish a capital planning and investment control process for selecting, managing and evaluating the results of all of major investments in information systems. Several steps remain to be completed before capital planning is fully implemented in the agency.

PBS operations are financed through the Federal Buildings Fund, a revolving fund authorized and established by the Public Buildings Amendments of 1972. Revenues into the Fund include appropriations for new construction and payments for reimbursable work, but the major component is the rent paid by Federal agencies for GSA-managed space. One challenge

confronting GSA is a growing vacancy rate that reduces the return on the Government's real estate portfolio.

GSA's Real and Personal Property Disposal programs save taxpayers nearly \$3 billion a year by transferring property from one agency to another, by donating unneeded property to state or local governments, and by selling surplus property. By "recycling" Government real estate and vehicles, computers and other personal property, GSA reduces the taxpayer funds that are needed to purchase new items. In addition, sales of surplus property generate over \$600 million a year. Our role in central management of Federal real estate and other assets makes GSA uniquely positioned to ensure the efficient allocation of property among Federal, state and local organizations and the general public.

GSA's Interagency Fleet Management System manages a fleet of more than 155,000 vehicles. The fleet is growing as more and more agencies, e.g., the Army, the Marine Corps, and Amtrak, discover they can achieve significant savings when they turn over their fleet management to the professionals in FSS rather than maintaining their own fleet operations. Management of the GSA fleet has consistently provided our customers with vehicles at the lowest lease and operating cost of any fleet either within or outside Government. Preventative maintenance, ensured by the GSA fleet system, keeps vehicles reliable in operation and high in resale value.

The FTS Information Technology Solutions program will reduce the Federal investment in computer equipment through "seat management" contracts. The program will allow agencies to acquire computers through short-term operating leases that permit them to upgrade at the end of the lease term without having to purchase equipment that quickly becomes obsolete. This will reduce the risks to the Government of investing in rapidly changing information technology.

Objective: Responsibly manage the multi-billion-dollar funds, working capital and appropriations that finance GSA programs, and maintain a system of accountability that focuses the agency on businesslike management decisions.

We will maintain management and financial processes, procedures and systems essential to controlling the use of those funds so effectively as to continue to receive unqualified opinions on GSA's financial statements from our outside auditors.

GSA has become increasingly like a commercial enterprise, and we are accountable for the management of all GSA operations. We will continue to refine our internal reporting mechanisms to provide management with adequate and timely data on all GSA operations, and customer and vendor partner status. They will include performance indicators to provide early warning of potential problems.

This system will incorporate the corrective actions taken in response to GSA management's Federal Managers' Financial Integrity Act (FMFIA) Report, which identified material weaknesses in PBS' lack of timely data. We will take steps to identify and eliminate the causes of the PBS revenue gap, and ensure that GSA's data-collection systems are adequate.

Objective: Invest in the competencies of our workforce

One of GSA's greatest assets is its experienced workforce. Collectively, we have the skills to house and supply Federal offices, and to transport and link them to each other and to the rest of the world. Recognizing that we will have to contend with continuous, rapid change in the near and distant future, we must:

provide GSA employees with the skills and technology they will need to perform effectively in this transformed environment. We will invest in our workforce by ensuring that they have adequate tools and the advanced skills they need to provide expert services and to identify creative solutions for our customers.

We will also support our employees by providing them the services they need to be most productive in their work, e.g., on-site child care, telecommuting options, and family-friendly policies and practices.

Goal #2: Compete Effectively for the Federal Market

Be the preferred provider of space, products, services, technology and telecommunications for *all* Federal agencies by efficiently and economically delivering consistently high quality and best value.

GSA has undergone significant reinvention since the start of the Clinton Administration. We have downsized, reducing our workforce by 29%. We have streamlined our processes and become increasingly responsive. We have changed the way we do business and redefined our role, from being the mandatory provider of direct services, to providing the *means* for our customers to get the best terms possible from the best providers in the marketplace.

Now, instead of hiring operators to run Government-owned telephone equipment, GSA contracts with telecommunications companies to provide state-of-the-art services. Instead of forcing agencies to wait for space to become available in Government buildings, we link them with private real estate owners to lease the space they need. Instead of requiring reams of paperwork and multiple approvals for the smallest purchases, we give Federal employees VISA cards to instantly charge and document purchases.

These changes let GSA provide services of unprecedented quality, as well as savings in time and money. Our ability to change with the times and to reinvent where necessary to respond to our customers' needs will enable GSA to compete effectively in a market-based economy where Federal customers have many options. We will succeed to the extent that agencies continue to come to GSA for workplace services.

Objective: Provide quality products and services at competitive prices and achieve significant savings.

Today, over 93% of GSA's products and services are delivered through contracts with private sector providers. Effective contracting has become increasingly important as GSA has evolved from being the purchaser of low-bid, "Federal specification" products and services to being the acquisition and knowledge specialist that negotiates agreements to provide

best-value commercial options for agencies. Wherever possible, this is done in partnership with private sector enterprises, to ensure that best commercial practices are used.

Over the years, GSA has developed the acquisition expertise to conduct large-scale contract negotiations on terms that are advantageous to the Government. For example, renegotiating the FTS2000 contracts for long-distance service made possible 2-cents-a-minute long-distance calls and saved \$686 million. The upcoming Metropolitan Area Acquisition contracts will reduce costs dramatically for local telecommunications. The airline city-pair contracts have for several years provided airfares an average of 60% below normal coach fares. Air travel savings will total \$2.65 billion in FY 1997 alone. The GSA airfare discount will rise to 70% in FY 1998. In addition, GSA contracts for travel cards not only provide administrative savings, but also return over \$18 million a year in *refunds* to customer agencies.

Objective: Open GSA to marketplace competition where appropriate to reduce costs to the Government and improve customer service.

GSA was created in 1949 to centralize property management and procurement in the Federal Government. Congress recognized this would save the Government a lot of money by eliminating competition between agencies, unnecessary purchasing, lack of volume discounts and other inefficiencies.

In recent years, GSA has identified other ways of reducing costs to the Government by decentralizing some functions and allowing Federal agencies to choose their preferred providers. Now, for instance, agencies may use commercial real estate brokers to find office space, purchase office supplies at the corner store and manage their own vehicle fleets. GSA still offers these same services, and strives to provide them better, faster and cheaper in order to become the provider-of-choice. Through programs like the "*Can't Beat GSA*" effort, initiated in 1996, GSA is streamlining procedures, eliminating paperwork and reducing cycle time to remain competitive with other sources.

Some services still remain centralized in GSA in order to ensure the greatest overall economic benefit to the Government. For example, the Government gets unparalleled discounts through the GSA airline city-pair program because it can deliver the multi-billion-dollar Federal travel market. The FTS2000 contracts provide long-distance telecommunications to the Government for as little as two cents a minute, but only because GSA can leverage the Federal marketplace to deliver high volumes of usage. Some mandatory programs, like those that support the National Industries for the Blind or the Federal Prison Industries, may, in fact, cost more than other commercial services, but are required by law because they accomplish worthwhile social objectives.

Since competition can drive down Government costs and improve service quality, GSA will look for appropriate opportunities to make its services competitive. However, we will maintain our mandatory programs in those cases where we are legally required to do so or where that is determined to be the best economic option for the Government.

Objective: Increase market penetration where it would maximize GSA's service to Federal agencies and effect the greatest economic

advantage to the Government.

We recognize that to do so, we must provide top-quality, best value products and services, with minimal paperwork, and deliver them "just in time" for our customers' use. This means we need to retain our current Federal customers, reach out to others, and expand our offerings. By leveraging GSA's competitive pricing with broad market penetration, GSA can deliver even more significant savings to the American taxpayers.

Goal #3: Excel at Customer Service

Thrill our customers and agency partners by developing and delivering creative solutions to meet their needs for space, products and services, technology and telecommunications, and policy guidance.

It is not enough to satisfy our customers. We strive to thrill them by providing the standard of customer service, within resource constraints, that is expected of a world-class organization. This includes making and maintaining long-term professional relationships to build trust and loyalty with our customers by:

- communicating openly and often and providing follow-through with customers
- "standing in the customer's shoes" to thoroughly understand their needs
- emphasizing flexibility and making it exceptionally easy to do business with GSA
- anticipating the customer's needs in the near and distant future
- providing creative solutions and cost-effective policy.

Objective: Build partnerships with our customers, develop a thorough understanding of their concerns, anticipate their needs, and find creative solutions for them.

PBS and FSS have extensive customer service organizations, with national account representatives assigned to major customers and a worldwide FSS network of Customer Service Directors. In FTS, too, customers guide our business decisions. The Interagency Management Council oversees management of Government long-distance telecommunications programs, and the Local Telecommunications Advisory Council oversees local telecommunications services. Similar councils are being formed for the Information Technology programs to ensure that our IT customers also participate actively in FTS decision-making.

GSA's National Capital Region, our largest regional office, is promoting a seamless approach to customer service. It has consolidated its PBS, FSS and FTS customer servicing, and appointed associate regional administrators who represent all

GSA services to major customers. This innovative program is designed to:

- build long-term customer relationships
- facilitate the resolution of issues
- align GSA's schedules, plans and approaches to respond to customers' needs by bringing their concerns into GSA's planning and operational processes.

GSA works with dozens of interagency groups to develop and refine Governmentwide policies. We help other agencies overcome barriers that affect their ability to function efficiently, particularly in the areas of acquisition, real estate, information technology, travel and transportation. For example, we revised the Federal Acquisition Regulation (in cooperation with NASA and the Department of Defense) to make Government procurement less cumbersome. We are changing obsolete Government travel laws and regulations to make Federal employees' jobs easier and save money, through the Joint Financial Management Improvement Program. We help agencies identify and adopt best practices in information technology (e.g., upgrades for the Year 2000), electronic commerce (e.g., Electronic Benefits Transfer), and administrative systems (e.g., maximizing use of card technology). We champion the use of the Internet for communication.

Objective: Make Government policies and best practices timely, accessible and useful.

GSA's Office of Governmentwide Policy (OGP) provides information and training on policies and best practices to help agencies reduce the cost of their operations. Timely information is provided through our network of web sites, accessible through [Policyworks](http://www.policyworks.gov) (www.policyworks.gov), where Federal employees can quickly obtain the latest travel expense rates, review acquisition regulations and find products that are Year 2000 compliant. OGP writes new policies in "plain English" to make them readily understandable and conducts workshops to speed the implementation of policies and best practices within Federal agencies. Its Federal Acquisition Institute is continually researching ways to further improve the Federal procurement process.

OGP will enhance its databases to provide Federal agencies with on-line information to better manage their operations. The databases include the Acquisition Reform Network (ARNet) to implement electronic commerce, the Foundation Information for Real Property Management (FIRM) to locate available real property, and the Federal Aviation Management Information System (FAMIS), to manage the Federal civilian aviation fleet.

To make Government procurement programs accessible to a broad range of providers, GSA's Office of Enterprise Development conducts workshops and other outreach programs for small, women- and minority-owned businesses. These programs are designed to expand Federal contracting to all segments of the economy by making small business owners aware of Federal contracting opportunities and helping them understand how to compete for those contracts.

In FY 1996, 47% of GSA's contract dollars were obligated for small, women- and minority-owned businesses.

Objective: Incorporate customer feedback and customer satisfaction data in GSA's planning and decision-making processes.

Customer satisfaction is a driving force at GSA. We need to be attuned to our customers' wants and needs in increasingly sophisticated ways. We have begun to use scientific methods to measure customer satisfaction with our performance in every business line. Although GSA has used various customer satisfaction measures for many years, the FORM analyses that GSA performed in FY 1995 with assistance from Arthur Andersen, LLP, laid the groundwork for high-level performance measurement and benchmarking. Since then, PBS has appointed a Chief Measurement Officer, who has developed a systematic performance measurement system for PBS, and FSS has undertaken an extensive survey of its customers' expectations. We will draw on these systems increasingly as we continually improve our customer service.

Goal #4: Anticipate Future Workforce Needs

Design, develop and model future Federal work environments with state-of-the-art technology, innovation, and best practices in use of space, furniture, equipment, telecommunications, contracts and other tools.

As GSA confronts the challenges of the 21st century, we are increasingly looking to the future. Driven by our customers' changing needs, we will provide customized, innovative, technologically sophisticated solutions, taking care to keep our costs low and the quality of our work high.

Objective: Develop an understanding of the use by Federal employees of traditional office space, their interest in home offices and other telecommuting options, and their need for advanced technology, specialized services and alternative worksites.

The nature of the workplace is changing rapidly in dramatic ways that are not always apparent to Federal managers. The need for large traditional offices is declining. The corresponding needs for furniture, equipment, technology and telecommunications are also changing. Because GSA's business is Federal work environments, we must be aware of these trends and continually identify and implement best practices in the services we deliver.

We will establish a GSA Center of Expertise for the Workplace to function as a repository of innovative ideas and research about work environments, and an information exchange where up-to-the-minute solutions can be developed for and delivered to GSA customers.

Objective: Ensure that all Federal buildings in the GSA inventory meet the highest Federal standards in terms of accessibility, energy consumption, security, systems, technology and maintenance.

While GSA is concerned about the workplace of the future, we will continue to manage a large inventory of over 1,900 Government-owned buildings, which includes brand-new courthouses and Federal buildings, as well as many older buildings. We will be challenged to continue to provide state-of-the-art facilities in these buildings. Recognizing GSA's role in providing model workplace environments, we will ensure that GSA workspace is equipped with the systems and technology necessary for the Federal workforce to fulfill their missions. GSA will be a leader in Federal property management by developing policies and promoting best practices to help agencies implement workplace standards Governmentwide.

In the wake of the Oklahoma City bombing, GSA has bolstered all of its security systems. To ensure that we have the highest levels of security in place, we are implementing all the security measures recommended in the Justice Department's *Vulnerability Assessment of Federal Facilities*.

Objective: Provide state-of-the-art equipment and workplace environments to meet the needs of the mobile Federal worker.

Federal employees, like professionals everywhere, are doing work from their homes, hotels, cars, airplanes, and telecommuting centers, as work and workers move closer to customers. We connect the Government's mobile workers by connecting them to their work through various telecommuting options, satellite and Internet links, state-of-the-art teleconferencing and a wireless telecommunications network. The needs of the mobile worker, in both public and private sectors, will affect GSA programs in unexpected ways. For example, OGP is involved in negotiating leases with cellular telecommunications companies that permit the installation of antennas on Federal property.

Objective: Develop a model work environment for the future that is efficient, fully accessible, healthy, comfortable and economical.

GSA research on work environments, accessibility to information technology and ergonomic furniture will reduce work-related physical problems and resulting lost productivity. Our Furniture Center offers the latest in ergonomic design. GSA's Center for Information Technology Accommodation adapts personal computers and other information technology to make them usable by all workers, including people with vision, hearing and mobility impairment. GSA also operates the Federal Information Relay Service to assist the hearing- and speech-impaired in using the FTS telephone service. We recognize that our mission is to meet every possible workplace need so that each Federal employee can focus on serving the taxpayers.

Objective: Develop policies and practices to facilitate safe electronic transactions within the Government and transactions with industry partners and citizens.

GSA seeks opportunities to apply technology to improve Government. As the agency's policy-making arm, OGP fosters electronic commerce in the Federal Government by developing policies and identifying best practices through collaboration with other agencies, pioneering the use of emerging Smart Card technologies, and supporting interagency initiatives to develop and implement a nationwide electronic benefits system. We make it easy for Federal agencies to purchase what they

need through the *GSA Advantage!*, a virtual shopping center on the Internet. And our Office of Information Security is developing encryption solutions for the Government to protect the security of data transmitted on-line.

Recognizing our leadership role in the reinvented Government, we will sustain a culture of constant reinvention, reconfiguring our operations as needed for maximum flexibility and responsiveness. This will enable us to (1) manage our resources and assets well, (2), be competitive, (3) thrill our customers, and (4) develop innovative work environments.

Matrix Linking General Goals And Objectives To Performance Goals

General Goals	General Objectives	Performance Goals
1. Promote Responsible Asset Management: Conserve Government resources and the assets in GSA's care and provide policies and best practices for Governmentwide asset management.	Develop, advocate and evaluate policies and best practices that enable better acquisition, management and utilization of Government resources.	Identify, evaluate and promote use of best practices for the acquisition, management and use of resources and technology.
---	---	Implement requirements of Federal laws and Executive Orders by issuing policies for the acquisition, management, and use of Federal resources.
---	---	Reduce the cost of Government operations.
---	---	Continue enhancement of financial, administrative and expert services contracts for Governmentwide asset management.
---	Maintain the physical integrity of GSA buildings.	Commit the maximum feasible budget resources to a program of repair and renovation based on urgency of need, economic return and the shifting demographics of our customers' workforce.
---	Conserve taxpayer investment in real and personal property and maximize the Government's return on investment.	Implement capital planning for information technology to comply with the Clinger-Cohen Act.

---	---	Reduce the time and costs of excess and surplus property disposal, while maximizing the redistribution of excess property and proceeds from surplus property sales.
---	---	Ensure property disposal is in accordance with Government objectives, e.g., historic preservation, environmental protection and supporting education.
---	---	Consolidate additional fleet vehicles where cost-effective, while maintaining low operating and lease costs.
General Goals	General Objectives	Performance Goals
---	Responsibly manage the multi-billion-dollar funds that finance GSA programs and maintain a system of accountability that focuses the agency on businesslike management decisions.	Get an unqualified audit opinion every year.
---	---	Improve cash management.
---	---	Install and de-bug a new core accounting system.
---	---	Become fully electronic by FY 2000.
---	---	Refine performance measurement systems to establish usable measures.
---	---	Improve the accuracy of forecasts and estimates.
---	Invest in the competencies of our workforce.	Provide all employees with training opportunities to improve their job skills.
---	---	Provide all GSA employees with access to the Internet.
---	---	Improve access to quality child care for all Federal employees.
---	---	Ensure the GSA workforce reflects the diversity of our constituents.

2. Compete Effectively for the Federal Market: Be the preferred provider of space, products, services, technology and telecommunications for <i>all</i> Federal agencies, by efficiently and economically delivering consistently high quality and best value.	Provide quality products and services at competitive prices and achieve significant savings for Federal agencies.	Offer the quality of goods and services desired by our customers.
---	---	Keep GSA prices competitive with the best available commercial prices for primary products and services.
---	---	Continually reduce product-to-market cycle time.
---	Open GSA to marketplace competition where appropriate to reduce costs to the Government and improve customer service.	Complete the steps necessary to make appropriate GSA services non-mandatory.
---	Increase market penetration to maximize service to Federal agencies and effect the greatest advantage to the Government.	Increase market share for primary services.

General Goals	General Objectives	Performance Goals
3. Excel at Customer Service: Thrill our customers and agency partners by developing and delivering creative solutions to meet their needs for space, products and services, technology and telecommunications, and policy guidance.	Continuously improve relationships with our customers by developing a thorough understanding of their concerns, anticipating their needs and finding creative solutions for them.	Implement an integrated approach to customer service based on "partnerships" with GSA's customer agencies and seamless delivery of customized services.
---	Make Government policies and best practices timely, accessible and useful.	Provide user-friendly access to reliable electronic databases and electronic commerce.
---	Incorporate customer feedback and customer satisfaction data in GSA's planning and decision-making processes.	Implement rigorous customer satisfaction measurement systems for all business lines.
4. Anticipate Future Workforce Needs: Design, develop and model future Federal work environments with state-of-the-art technology, innovation, and best practices in use of space, furniture, equipment, telecommunications, contracts	Develop an understanding of the use by Federal employees of traditional office space, their interest in home offices and other telecommuting options, and their need for advanced technology, specialized services and	Establish a GSA Center of Expertise for the Workplace to help our customers plan for a future work environment that will meet their strategic and organizational

and other tools.	alternative worksites.	needs.
---	---	Make telecommuting options available in every metropolitan area.
---	Ensure that all Federal buildings in the GSA inventory meet the highest Federal standards in terms of accessibility, energy consumption, security, systems and technology.	Ensure that all Federal buildings meet accessibility requirements.
---	---	Improve energy systems in Federal buildings to meet or exceed the Federal energy consumption standards for 2005.
---	---	Implement all security measures recommended in the Justice Department's <i>Vulnerability Assessment of Federal Facilities</i> .
---	---	Provide for the safety of workers and visitors in GSA space.
---	Provide state-of-the-art equipment and workplace environments to meet the needs of the mobile Federal worker.	Develop and implement a flexible planning methodology to help GSA customers project their workplace and equipment needs on an ongoing basis.
---	Develop a model work environment for the future that is efficient, fully accessible, healthy, comfortable and economical.	Develop and implement programs to improve the efficiency, accessibility, health and comfort of workplace components provided by GSA.
---	Develop policies and practices to facilitate safe electronic transactions within the Government and transactions with industry partners and citizens.	Develop and disseminate Electronic Benefits Transfer technology processes.
---	---	Develop a Federal Electronic Commerce program.
---	---	Develop leading-edge Smart Card technology and make Smart Cards

	available for general use in Government.
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How Goals and Objectives Are to Be Achieved

1. OPERATIONAL PROCESSES

General

GSA workers are expected to be familiar with this strategic plan, relevant laws and regulations, the performance goals and measures of their organization and the resources available to perform their functions. Within those boundaries they are expected to meet the requirements of our customers and the expectations of the taxpayers. We recognize and reward performance that surpasses the customer expectations.

Strategic Improvising

Although a great deal of top management time and attention has been devoted to developing this strategic plan, we recognize that in today's world you cannot plan for every contingency. The lengthy, ponderous process that often characterizes strategic planning can easily become burdensome. Customers and taxpayers demand results, not complex charts filled with jargon. Strategic Improvising is an alternative that emphasizes fast action and results. It empowers front-line employees to make the decisions necessary to meet customer needs quickly and effectively.

Applicable Performance Goals:

- *Offer the quality of goods and services desired by our customers.*
- *Develop and implement programs to improve the efficiency, accessibility, health and comfort of workplace components provided by GSA.*
- *Continually reduce product-to-market cycle time.*

Contracting

GSA heavily relies on the private sector to provide services under our oversight. Over 93% of GSA's products and services are delivered

through contracts with private sector providers. Effective contracting has become increasingly important as GSA has evolved from being the purchaser of low-bid products and services to being the acquisition and knowledge specialist that negotiates agreements to provide best-value options for agencies.

The contracting and contract administration processes are critical to GSA's success. We pay close attention to our own acquisition processes, and, through the Office of Governmentwide Policy, we provide leadership to the rest of the Federal Government. For example, GSA worked with NASA and the Department of Defense to revise the Federal Acquisition Regulation and make Government procurement less cumbersome.

Applicable Performance Goals:

- *Identify, evaluate and promote use of best practices for policies, operations and workforce development in the acquisition, management and use of resources and technology.*
- *Develop and disseminate policies, guidelines and regulations to implement requirements of Federal laws and Executive Orders for the acquisition, management, and use of Federal resources.*

2. HUMAN RESOURCES AND SKILLS

GSA depends on the attitudes, commitment, and adaptability of its employees. Our business success is dependent on our people success having a diverse workforce with the right people with the right skills in the right job at the right time.

Human Resources Management

GSA must create a culture that is market-responsive and adaptable to change. In part through the reforms brought by the Government Performance and Results Act, GSA employees know that a high level of performance is demanded by the taxpayers, and that results count. At the same time, the Federal Government must make available the services and work environment needed to attract and retain a diverse workforce of high-quality performers.

We will develop and obtain state-of-the-art human resource systems to carry out the transactional and information-handling workload to support our people, freeing our HR specialists for value-added work. Some of these tools will include: a fully integrated personnel information and payroll system using client-server technology; an interactive "Awards Manager" allowing managers to initiate and track awards from their desktops; an automated benefits telephone line, giving 24-hour access to retirement, health and Social Security information; and an Internet-based benefits system to allow employees to transact their own benefits changes directly.

Applicable Performance Goals:

- *Refine performance measurement systems to establish usable measures.*
- *Provide all employees with training opportunities to improve their job skills.*
- *Improve access to quality child care for all Federal employees.*
- *Ensure the GSA workforce reflects the diversity of our constituents.*
- *Provide for the safety of workers and visitors in GSA space.*
- *Establish a GSA Center of Expertise for the Workplace to help our customers plan for a future work environment that will meet their strategic and organizational needs.*
- *Make telecommuting options available in every metropolitan area.*
- *Ensure that all Federal buildings meet accessibility requirements.*
- *Implement all security measures recommended in the Justice Department's Vulnerability Assessment of Federal Facilities.*

Skills

To increase the competencies of our workforce, GSA will work with employees to acquire the skills they need at each stage of their careers. The agency will foster and support employee development by providing training opportunities for the workforce, but individual employees must take responsibility for developing their own capabilities. We will help our managers develop leadership and supervisory skills, install competency models and assessment tools, match mid-career employees with mentors, and implement an agency-wide intern development program.

Many skills are required to fulfill GSA's broad range of responsibilities. In addition to specific functional skills (e.g., contracting, computer programming, leasing, cash management), our employees must develop the ability to be effective in the modern work environment. GSA employees at all levels must understand the following concepts and draw on them in performing their work:

Teamwork. Work everywhere is done increasingly by teams. GSA employees must understand how to build trust, communicate well, be adaptable, share credit, achieve consensus and use work-team dynamics to get to excellent results.

Customer Focus. In order to excel at customer service, all employees must make fulfilling their customers' needs their highest priority. GSA workers at all levels must understand their customers' expectations and continuously seek out ways to thrill them by exceeding those expectations and providing fast, responsive, informed and courteous service.

The Bottom Line. Because of GSA's similarity to a commercial enterprise, we must have a strategic business focus. We must ensure that all employees are cost-conscious, results-oriented and aware of GSA's mandate to provide for economy and efficiency in Government, while at the same time meeting our customers' demand for high-quality services.

Innovation In our rapidly changing and increasingly competitive work environment, innovation is the key to success. Employees must become knowledgeable about the best practices in the marketplace and remain alert to changing customer needs. We can no longer do our work "the way it's always been done." We need to be creative and innovative and, most of all, responsive to our customers.

We will encourage our employees to develop skills in these important areas, and we will provide them with the opportunities to learn how to use these skills to function successfully in today's GSA.

Applicable Program Goals:

- *Implement an integrated approach to customer service based on "partnerships" with GSA's customer agencies and seamless delivery of customized services.*
- *Provide all employees with training opportunities to improve their job skills.*
- *Provide all GSA employees access to the Internet.*
- *Refine performance measurement systems to establish usable measures.*
- *Improve the accuracy of forecasts and estimates.*

3. INFORMATION AND TECHNOLOGY

GSA has a unique role in providing technology solutions for the Federal Government. Electronic tools connect Federal workers with each other and with their customers and vendors. It is our policy that all GSA employees will have access to the Internet. This makes vast resources of useful knowledge and data available to them to do their jobs.

We are improving in more traditional information technology areas, as well. We are consolidating and upgrading our data centers and enhancing Fleet Management, Wholesale Supply and Customer Supply Center systems. PBS is bringing technological innovations to space design, construction and management with an Inventory Reporting Information System/Project Management Toolbox which provides a comprehensive view of all new construction, major modernization, and repair and alteration projects. Field offices will have automated work item inventories and other tools available for tracking entire projects. In addition, a new System for Tracking and Administering Real Property (STAR) will help GSA maintain the lowest possible prices and best-value service in the real property area. FSS has made over

225,000 items available for purchase on-line through the new *GSA Advantage!* system.

GSA's innovative use of information technology helps guide the entire Federal community. We are pioneering a seamless communications environment in GSA's Central Office. Our Corporate Information Network is based on the innovative "seat management" concept, which offers short-term leases and timely upgrades of computer equipment and eliminates the need for agencies to purchase (and dispose of) soon-to-be-obsolete equipment. It will feature a single Local Area Network, electronically configured so it can be managed remotely by a contractor. It also provides a National Notes Infrastructure; innovative applications and groupware; and a fully digital Wide-Area Band Network. The network will give GSA one of the most comprehensive and efficient communications systems in Government, a model for other agencies.

GSA also makes available Governmentwide information through the Federal Procurement Data System and several other shared database systems, provides Internet access to databases throughout the Government, and leads the Government in developing Electronic Commerce programs.

Applicable Performance Goals:

- *Become fully electronic by FY2000.*
- *Provide all GSA employees with access to the Internet.*
- *Identify, evaluate and promote use of best practices for policies, operations and workforce development in the acquisition, management and use of resources and technology.*
- *Provide user-friendly access to reliable electronic databases and electronic commerce.*
- *Develop and disseminate Electronics Benefits Transfer technology processes.*
- *Develop Electronic Commerce program.*
- *Develop leading-edge Smart Card technology and make Smart Cards available for general use in Government.*

4. CAPITAL AND OTHER RESOURCES

Estimates for capital and other budgetary resources will be presented in the President's Budget.

Key External Factors

Key factors external to GSA could significantly affect achievement of our General Goals. Such factors could include economic, social, technological, legislative, or environmental developments. The following brief discussion outlines some of the factors outside of our control that may have an impact on our success.

1. ECONOMIC CONDITIONS

The plan assumes generally stable economic conditions with moderate growth. Sharp changes in the economy can have a serious impact on GSA's operations. For example, rapid inflation and the materials shortages that are often present in an overheating economy are very disruptive to procurement and supply activities.

Dislocations in the real estate sector such as occurred in the 1980's would have an impact on GSA's real property operations. A glut on the market of the types of space GSA acquires on behalf of customer agencies can result in short-term savings to the taxpayers as the prices charged by landlords drop. In the longer term, it can also lead to shortages in some areas as a consequence of the drying up of new construction.

2. SOCIAL POLICY

GSA has become increasingly like a commercial enterprise, but it will never be a business.

Often, GSA is required to make acquisition or workforce decisions based on public policies. As a Federal agency, we are bound by laws and executive orders whose purpose is to achieve broader social and governmental objectives. In providing work-space, for example, GSA is required to search for space first in downtown business areas and historic districts. In procuring supplies and services, we must spread contracting opportunities among small businesses and disadvantaged businesses.

The vehicles we acquire for our fleet must include alternative-fuel vehicles not to meet customer demands or projected return-on-investment, but rather to help provide leadership in environmentally healthy practices. We are committed to helping the Government comply with the legal mandate to have 75% alternative-fuel vehicles in its fleet by FY 1999.

Finally, GSA is affected by the general level of social harmony in the nation. Security levels and thus costs will rise in periods of social unrest.

3. CHANGES IN TECHNOLOGY AND THE MARKETPLACE

The marketplace for information services, equipment, and telecommunications is changing in ways no one can now predict. In part, this is the result of the Telecommunications Act of 1996. In this volatile arena, GSA is alert to opportunities to lower our costs and thus benefit the taxpayer. The need for proper control and oversight, however, will always make GSA less able to react quickly to opportunities in the marketplace than a private organization.

Part of the greatness of America is our nation's ability to surpass what have been considered permanent technological boundaries. Great advances in technology always challenge existing bureaucratic structures. The general availability of personal computers over time dramatically changed requirements for acquisition and management of what used to be called automated data processing equipment. Similarly rapid developments in battery technology, to cite one example, could make electric cars far more acceptable in the marketplace, thus radically changing GSA's motor fleet operations.

4. LEGISLATIVE FRAMEWORK

Legislative mandates also affect GSA. Federal managers must implement a number of laws, enacted over the past two decades, that were intended to improve management and strengthen the public confidence. Some of these are: the Government Management Reform Act of 1994, the Government Performance and Results Act of 1993, the Chief Financial Officers Act of 1990, the Federal Managers' Financial Integrity Act of 1982, and the Inspector General Act of 1978. Each statute addresses particular aspects of Federal management practices and processes. When consolidated, however, the individual perspectives form an extensive framework for evaluating an agency's performance and accountability in meeting its mission and the needs of its customers and stakeholders.

Properly integrated, these mandates will help the Federal Government manage for results. With this opportunity comes the danger that the elaborate requirements of these laws will create an even more process-oriented culture. In its implementation of the Government Performance and Results Act, GSA has tried to avoid this problem by concentrating on the spirit of the law and its intended outcomes.

Statutes can freeze in place solutions to old problems or outmoded business practices and prevent GSA from taking advantage of new markets and channels of distribution. We will take advantage of opportunities to seek changes to these legislative impediments, as appropriate.

Program Evaluations Used in Establishing General Goals

Following are some of the program evaluations that were used to establish GSA's general goals and objectives.

Federal Operations Review Model

Starting in late 1994, GSA attempted to identify the most cost-effective method of carrying out its 16 major business lines. This study broke new ground in comparing our operations to the best in class.

General Accounting Office Reports

The studies of the General Accounting Office (GAO) are an important source of program evaluation information to GSA. In the last few years, GAO has produced the following reports relevant to GSA's areas of responsibility:

Courthouse Construction: Better Courtroom Use Data Could Enhance Facility Planning and Decisionmaking (May 1997)

Courthouse Construction: Improved 5-Year Plan Could Promote More Informed Decisionmaking (December 1996)

Federal Courthouse Construction: More Disciplines Approach Would Reduce Costs and Provide for Better Decisionmaking (November 1995)

General Services Administration: Opportunities for Cost Savings in the Public Buildings Area (July 1995)

General Services Administration: Opportunities for Cost Savings and Service Improvements (March 1995)

Public Buildings: GSA's Reinvention Initiatives (March 1995)

Federal Office Space: More Businesslike Leasing Approach Could Reduce Costs and Improve Performance (February 1995)

Management Reform: Implementation of the National Performance Review's Recommendations (December 1994)

Real Property Management: Reforms in Four Countries Promote Competition (September 1994)

Budget Issues: Budget Scorekeeping for Acquisition of Federal Buildings (September 1994)

General Services Administration: Better Data and Oversight Needed to Improve Construction Management (June 1994)

Supply Contract Terminations: GSA Is Missing Opportunities to Recover Costs From Vendor Default (June 1994)

Public-Private Mix: Extent of Contracting Out for Real Property Management Services in GSA (May 1994)

Management Reforms: Examples of Public and Private Innovations to Improve Service Delivery (February 1994)

The insights of the GAO and the GSA Office of Inspector General have been valuable in shaping this plan.

Material Control Weaknesses Listed in the FY 1996 Federal Managers' Financial Integrity Act (FMFIA) Report

The following material control weaknesses were listed as open in GSA's FMFIA Report for FY 1996, which was incorporated in GSA's FY 1996 Annual Report. Identification and correction of weaknesses and non-conformances provide opportunities to evaluate program effectiveness.

Title	Target Year for Correction
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Inadequate Timely Access to PBS Business and Program Related Information	1998
Programmatic Weakness in the Child Care Program	1997
GSA/FPS Control Centers	1999
Level of Federal Protective Police Officers (P.L. 100-440)	1998
Multiple Award Schedule Program	1997

Schedule for Future Program Evaluations

At present, the schedule for future program evaluations is under development. GSA intends to use the remainder of the consultation process to obtain input from Congress and stakeholders concerning the issues that should be studied on a priority basis.

Attachment: Authorities of the General Services Administration

The major statutory authorities of the General Services Administration (GSA) are located in Titles 5, 40, and 41 of the United States Code, or appear in GSA's annual appropriation acts.

The Federal Property and Administrative Services Act of 1949, as amended ("the Property Act"), provides GSA with the authority to procure and supply real and personal property and nonpersonal services (40 U.S.C. § 471 *et seq.*). Specifically, the Property Act authorizes the Administrator of GSA to maintain, operate, and protect buildings, property or grounds, including the construction, repair, preservation, demolition, furnishing, equipping, and disposal of such buildings (§202-210 of the Act, 40 U.S.C. § 483-490). It also authorizes GSA to enter into leases of real property not exceeding 20 years in duration (§ 210(h), 40 U.S.C. § 490(h)). Likewise, the Property Act authorizes the Administrator to prescribe regulations to effectuate the authority to operate warehouses and other facilities (§ 201, 40 U.S.C. § 481), and procure personal property and nonpersonal services for the use of executive agencies, to prescribe policies to promote the maximum utilization of excess properties by executive agencies, and to have supervision and direction over the disposition of surplus real and personal property (§§ 202 and 203, 40 U.S.C. §§ 483, 484). The Administrator may assign space in Government-owned and leased buildings (§ 210(e), 40 U.S.C. §490(e)); he may acquire by purchase, condemnation, or otherwise, real estate and interests therein (§210(a)(12), 40 U.S.C. §490(a)(12)).

The Administrator shall prescribe policies of procurement, subject to Office of Federal Procurement Policy authority (§ 201, 40 U.S.C. § 481 and § 302, 41 U.S.C. § 252; the Office of Federal Procurement Policy authority is found at 41 U.S.C. §§ 405 and 421).

He may also operate motor pool systems. See § 211 (40 U.S.C. §491).

Besides the Property Act, the Administrator's authority over public buildings also derives from other Acts, codified at Title 40 of the United States Code. The Public Buildings Act of 1959, as amended, ("the 1959 Act", 40 U.S.C. §§ 601-619), authorizes GSA to acquire any building and its site by purchase, donation, condemnation, exchange, or otherwise. It provides that only the Administrator of GSA may construct public buildings, including the repair and alteration of such buildings. It establishes requirements for the acquisition, alteration, and construction of public buildings and provides the authority for the Administrator of GSA to delegate his authority to other federal agencies. The 1959 Act authorizes GSA to conduct building surveys at the request of Congress and to conduct continuing investigations and surveys of public building needs and to submit prospectuses of proposed building projects to Congress. The 1959 Act also contains a limitation on GSA's ability to spend money above a certain threshold for the acquisition, construction, alteration, or lease of a building without the submission of a prospectus to Congress.

The Public Buildings Amendments of 1972 (40 U.S.C. §§ 490(f), (a)(18) and (j), and 602a, 603 and 606), in addition to making several changes to the 1959 Act (including authorizing GSA's public buildings purchase contract programs), amended the Property Act to establish a fund (Federal Buildings Fund) in the United States Treasury into which federal agency rental payments and certain other moneys are deposited. Moneys deposited into the fund are available, subject to Congressional appropriation, for real property management and related activities.

Other statutes provide further authority for sale of abandoned or forfeited personal property (40 U.S.C. §§ 304f-m), the authority for child care centers in Federal buildings (§ 101(m) of Pub. L. 100-202, as amended, 40 U.S.C. § 490b), and the authority to appoint uniformed guards as special policemen (Act of June 1, 1948, c. 359, 40 U.S.C. §§ 318 -318d).

The Administrator has authority over Government travel, under Chapter 57 of Title 5, United States Code. A major amendment was made by the Federal Employee Travel Reform Act of 1996, Title XVII of the National Defense Authorization Act for Fiscal Year 1997, Pub. L. 104-201. The Administrator prescribes the per diem allowance, mileage reimbursement rate, travel and relocation regulations.

Under § 5124(b) of the Clinger-Cohen Act of 1996, Pub. L. 104-106, the Administrator is responsible for the government-wide telecommunications program known as the FTS2000 and its successor program. The current FTS2000 contracts are mandatory for use by executive agencies unless excepted by the Administrator pursuant to the Omnibus Consolidated Appropriations Act of 1997, Pub. L. 104-208, § 626. In addition, the Office of Management and Budget designated GSA as an executive agent for government-wide acquisition of information technology under § 5112(e) of the Clinger-Cohen Act, for GSA to continue to provide government-wide information technology programs for the use of executive agencies.

July 31, 1997

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